

*Input submitted to  
SA/OP for DCI's per. ed.  
4/20/78*

POSSIBLE ITEMS FOR THE DCI'S ADDRESS TO OP CAREERISTS

A. Overview Statement

We have gone through a difficult period of external investigation and internal reorganization. We are now ready to turn full attention to providing our customers the quality of effort they expect to receive. To do this, we must attract, retain, and maintain the necessary skills within our ranks.

I have laid heavy stress upon establishing the desirable levels of inflow so that we may avoid continuing the previous patterns of feast and famine that have created age hump problems.

I have moved us toward promotion policies that will assure our employees of the proper renewal of skills so that those skills and knowledges do not become obsolete.

Personnel and management generally will have to give increased attention to the selection process. Do we have adequate identification of those qualities and knowledges that distinguish a good manager from a poor one? Are we realistic in specifying skill and knowledge requirements for positions? Are the criteria for personnel appraisal carefully thought out and the basis for ranking made clear?

We need to examine carefully the measures of effectiveness in our key activities. What are the relationships between educational level, training provided, organizational structure, and age that affect effectiveness? Can organizational alignments be simplified? Are there jobs where age has significant impact on ability? Are there others where experience carries more weight? How important is area familiari-

where age has significant impact on ability? Are there others where experience carries more weight? How important is area familiarization and travel opportunities? The answers to such questions may lead to significant changes in the way in which we develop and utilize our human resources.

B. Personnel Management Evaluation Program

The increasing scope, complexity and importance of personnel management in the Agency's efforts to more effectively fulfill its assigned missions and improve our organizational effectiveness, dictates that more comprehensive and timely evaluation of personnel and career management activities must be instituted. It is my intention to ask the Director of Personnel--with a modest allocation of additional staff allowances--to expand the current personnel management evaluation effort, and establish a specific staff element in the Office of Personnel to develop a more formalized evaluation program and conduct reviews of how the Career Services are carrying out their delegated responsibilities in the personnel policy areas.

C. Reduction of "Grade Creep"

Our Agency, like most Executive agencies, has experienced a gradual increase in the average grade level of our position structure over a period of the past several years.

The President, through OMB, requested that each Head of Agency institute and identify grade reduction "targets" in our FY 78 Budget presentation for selected occupations which have experienced the greatest degree of escalation.

In our Fiscal Year 1978 Budget we identified ten such occupational areas and have established modest reduction targets to be accomplished in FY 78, 79 and 80.

We must all be concerned with the increased costs of government and make every effort to effect reductions where current costs are not fully justifiable.

You, as Personnel Careerists are in an excellent position to provide our managers and supervisors with professional advice and assistance in effectively carrying out their position management responsibilities. This will assure maintenance of an effective organization with an equitable and economically reasonable position and grade structure which will attract and retain the highly qualified people required within the Agency.